

AIR FORCE CONTRACTING CONFERENCE

PROPOSAL ANALYSIS AND DECISION DOCUMENTS

DAN MABEY

**SPACE, NUCLEAR DETERRENCE & INFORMATION
DOMINANCE PROGRAMS DIVISION**

DEPUTY ASST SECRETARY (CONTRACTING)

DSN 225-1836 or mabeydw@af.pentagon.mil

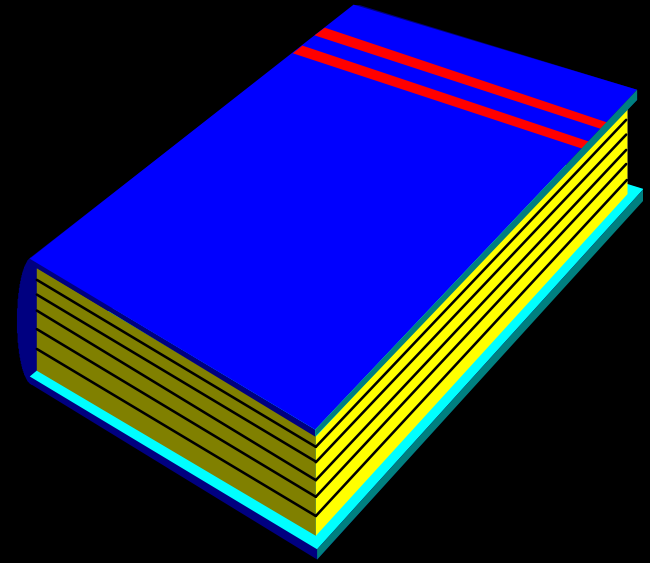
PROPOSAL ANALYSIS & DECISION DOCUMENTS

- **PROPOSAL ANALYSIS**
 - **JOURNEY THROUGH THE PAST**
 - **REAL WORLD EXPERIENCES**
 - **ELEMENTS INFLUENCING PROCESS**
 - **IMPROVING THE ART**
- **DECISION DOCUMENTS**
 - **TELLING THE STORY**

PROPOSAL ANALYSIS

JOURNEY THROUGH THE PAST

- BY THE BOOK
- NONJUDGMENTAL CRITERIA
- CLEARLY DEFINED PARAMETERS
- PAINFULLY LEVEL PLAYING FIELD
- DON'T REVEAL INSIGHTS
- GUARD AGAINST PROTEST
- COMPLY WITH RFP
- ALTERNATE PROPOSALS DISCOURAGED
- UNIQUE PROPOSAL FEATURES SUSPECT
- RELEASE OF EVALUATION STANDARDS PROHIBITED
- ALL COMMUNICATIONS THROUGH PCO
- ORAL PRESENTATIONS NOT EVALUATED
- EXTENSIVE DISCUSSIONS
- SANITIZE DEBRIEFINGS
- FENCE COST VOLUME FROM OTHER AREA EVALUATORS



PROPOSAL ANALYSIS

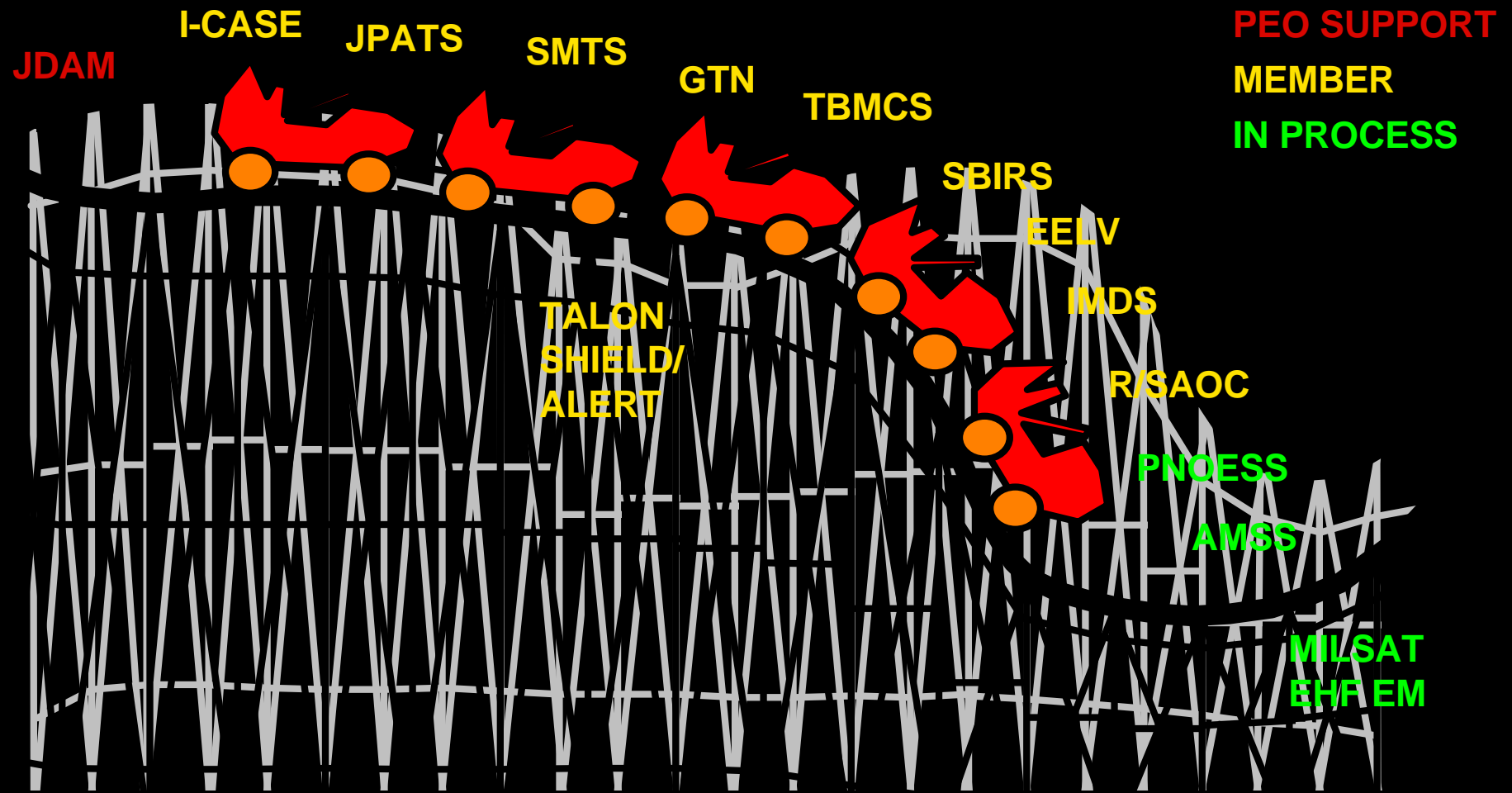
REAL WORLD EXPERIENCES



- AS SSAC ADVISOR
- 4 YEAR PERIOD
- 14 MAJOR ACQUISITIONS
 - SPACE
 - BATTLE MANAGEMENT
 - TRAINERS
 - JOINT LOGISTICS

PROPOSAL ANALYSIS

REAL WORLD EXPERIENCES



PROPOSAL ANALYSIS

REAL WORLD EXPERIENCES

- **ROLLING DOWNSELECT**
- **CALL FOR IMPROVEMENT**
- **GOVERNMENT/CONTRACTOR COMPETITION TEAM**
- **AUTOMATED SOURCE SELECTION**
- **ALTERNATE PROPOSALS**
- **EARLY OPERATIONAL ASSESSMENT**
- **COMMERCIALLY DERIVED AIRCRAFT**
- **STATEMENT OF OBJECTIVE**
- **ORAL PROPOSAL**
- **CAIV & AFFORDABILITY**
- **SOFTWARE CAPABILITY EVALUATION**
- **EVALUATION STANDARDS RELEASE**
- **CORPORATE INVESTMENT AND IR&D**
- **COMMERCIAL PRODUCT INSERTION**
- **PRODUCT DEMONSTRATIONS**
- **CORRELATION BETWEEN INTEGRATED MANAGEMENT PLAN AND INTEGRATED MASTER SCHEDULE**
- **INDEPENDENT REVIEW TEAM AUGMENTATION**

PROPOSAL ANALYSIS

REAL WORLD EXPERIENCES

PROPOSAL ANALYSIS

ELEMENTS INFLUENCING PROCESS

- **ASSESSMENT CRITERIA**
- **SPECIFIC CRITERIA (AREAS, FACTORS & SUBFACTORS)**
- **STANDARDS (DISCRIMINATORS)**
- **CONTRACTOR-GOVERNMENT WAVE LENGTH**
- **CONTRACTOR & GOVERNMENT PROGRAM AND SOURCE SELECTION EXPERIENCE**
- **MOST PROBABLE COST METHODOLOGY/COST MODELS**
- **CORPORATE INVESTMENT AND IR&D**
- **COMMERCIAL, INDUSTRY AND COMPANY STANDARDS**
- **PAST/PRESENT PERFORMANCE (RELEVANCY, ACCURACY, CURRENCY AND INTERPRETATION)**
- **KNOWLEDGE OF MARKET TRENDS AND PRODUCT/BUSINESS AREA**
- **CORPORATE MERGERS, ACQUISITIONS & EXCLUSIVE TEAMING**
- **INDUSTRIAL CAPABILITY AND CORE TECHNOLOGIES**

PROPOSAL ANALYSIS

IMPROVING THE ART

- **WHAT DOES IT MEAN WHEN ANSWER TO MEETING AN EVALUATION STANDARD IS “YES” OR “NO”?**
- **ACTUAL EXAMPLES OF STANDARDS:**
 - **A TOP LEVEL DESCRIPTION OF THE SYSTEM ELEMENTS, INTERFACES, AND INFORMATION FLOW IS PROVIDED.**
 - **THE CONTRACTOR HAS SUBMITTED AN INTEGRATED PRODUCT DEVELOPMENT PLAN.**
 - **THE OFFEROR DESCRIBES THE PROPOSED USE AND DEVELOPMENT OF NEW VEHICLES, MAJOR SUBSYSTEMS, FACILITIES, AND GROUND/SUPPORT SYSTEMS.**
 - **THE OFFEROR IDENTIFIES SAFETY CONSIDERATIONS OF THE PROPOSED CONCEPT.**
 - **THE OFFEROR DESCRIBES AN APPROACH FOR REPORTING AND REDUCING THE COST OF QUALITY.**

PROPOSAL ANALYSIS

IMPROVING THE ART

- **REAL LIFE SSAC EXPERIENCES**
- **EVALUATION STANDARDS WRITTEN AFTER RFP ISSUED AND RUSHED THROUGH SSAC/ SSA JUST BEFORE PROPOSAL RECEIPT**
- **EVALUATION STANDARDS USED TO EVALUATE PROPOSALS FAIL TO REVEAL SIGNIFICANT OR DISCRIMINATORY CONTRACTOR STRENGTHS, WEAKNESSES OR RISKS**
- **SSAC REPRIORITIZATION AND DEFINITION OF DRIVERS/DISCRIMINATORS AT COMPETITIVE RANGE**
- **SSAC DELIBERATIONS PROLONGED DUE TO INADEQUATE DISCRIMINATION BETWEEN OFFEROR CAPABILITIES AND COMPETENCIES**
- **INDEPENDENT REVIEW TEAM (IRT) COMMISSIONED TO AUGMENT SSEG EVALUATION**

PROPOSAL ANALYSIS

IMPROVING THE ART

- **WHAT WE NEED TO DO**
- **STATEMENT OF OBJECTIVES AND INDUSTRY CAPABILITY & COMPETENCY DISCRIMINATORS AVAILABLE AT ASP**
 - **BRAINSTORM MEASURES OF MERIT THAT PROVIDE HIGHEST PROBABILITY OF PROGRAM SUCCESS**
 - **MECHANISM FOR ASSESSING “BEST VALUE”**
- **EVALUATION STANDARDS DEVELOPED BEFORE RFP RELEASE CONCURRENT WITH PREPARING SSP AND SECTIONS L & M**
- **PROPOSAL CONTENT RESTRICTED TO ESSENTIAL INFORMATION THAT DRIVES AWARD DECISION**
- **SOURCE SELECTION BOARD RESTRICTED TO HIGHLY QUALIFIED EVALUATORS AND KEY STAKEHOLDERS**
- **SOURCE SELECTION EVALUATORS READ ENTIRE PROPOSAL**

PROPOSAL ANALYSIS

IMPROVING THE ART

- **WRITE “MEASURABLE” EVALUATION STANDARDS**
- **THE STANDARD IS MET WHEN THE OFFEROR...**
 - **PROPOSES A DESIGN THAT USES LOW COST COMPONENTS AND MATERIALS SUCH AS** NDI/COTS HARDWARE; SIMPLE PROCESSES THAT DO NOT REQUIRE UNIQUE SKILLS, EXOTIC EQUIPMENT, ST OR STE; AND MAKES USE OF EXISTING MANUFACTURING FACILITIES AND EQUIPMENT.
 - **TEAM EXHIBITS EXPERIENCE** IN HIGH VOLUME PRODUCTION OF COMPARABLE SYSTEMS, AT RATES COMPARABLE TO THE PROJECTED XYZ PROGRAM MAXIMUM FULL RATE PRODUCTION RATES.
 - **PROPOSES AN EFFECTIVE WAY TO MANAGE TECHNICAL RISK WHICH SHOWS HOW** THE TECHNICAL RISK AND SPECIFIC DESIGN ISSUES WILL BE IDENTIFIED, ASSESSED AND MITIGATED; AND OFFEROR **SHOWS HOW** RISK MANAGEMENT IS AN INTEGRAL PART OF PRODUCT AND PROCESS DEVELOPMENT.

DECISION DOCUMENTS

TELLING THE STORY

- **SAF/AQC MEMO DATED 23 SEP 96**
 - **FIRST PERSON**
 - **LOGICAL FLOW OF INFORMATION**
 - **CONSISTENT WITH AND LINKED TO EVALUATION CRITERIA**
 - **COMPARATIVE ANALYSIS BETWEEN TOP COMPETITORS**
 - **NOT A “COOKIE CUTTER” TEMPLATE**

DECISION DOCUMENTS

TELLING THE STORY

IN SUMMARY, IT IS MY DECISION THAT **XYZ'S** PROPOSED SYSTEM OFFERS THE BEST OVERALL VALUE. I, THEREFORE, DIRECT AWARD TO THIS OFFEROR.

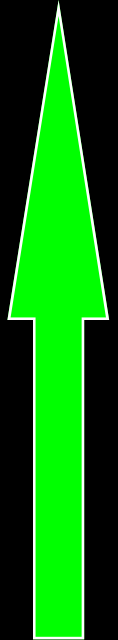
THE REALLY IMPORTANT STUFF!!!

PROPOSALS WERE RECEIVED FROM **CONTRACTORS**, AND I RELIED ON AND USED **SSEB AND SSAC PRODUCTS** ...

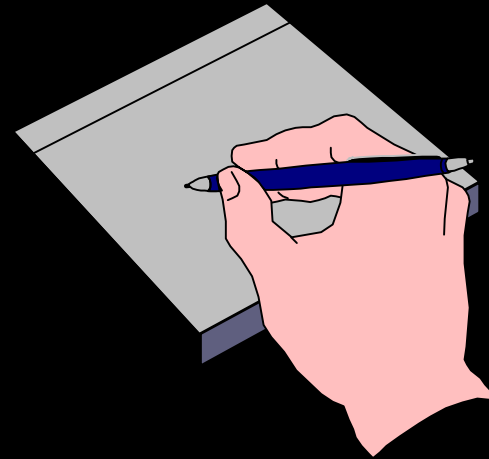
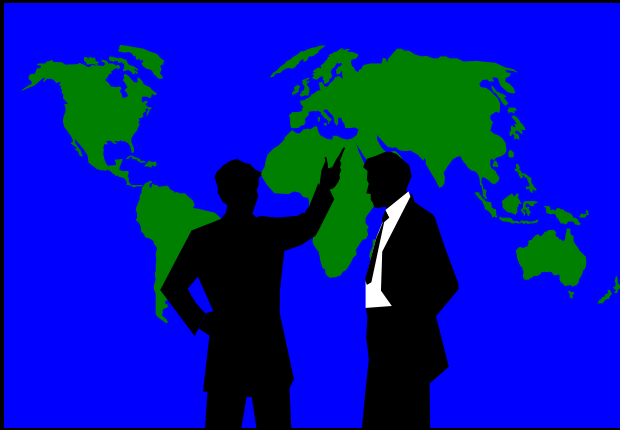
THE GOVERNMENT HAS EVALUATED EACH OFFEROR'S PROPOSAL FOR **ASSESSMENT CRITERIA** AGAINST **EVALUATION CRITERIA** ...

THE **ABC MISSION** IS TO ...

I HAVE DETERMINED THE **CAPABILITY** PROPOSED BY **XYZ** OFFERS THE BEST OVERALL VALUE TO THE AIR FORCE **BASED UPON CRITERIA** ...



PROPOSAL ANALYSIS & DECISION DOCUMENTS



- **FOCUS ON SELECTING CONTRACTOR WITH HIGHEST PROBABILITY OF SUCCESSFULLY EXECUTING PROGRAM AT AFFORDABLE COST**
- **WRITE DECISION MEMORANDUM THAT COMMUNICATES INTEGRATED ASSESSMENT AND LEADS TO LOGICAL CONCLUSION**